CHAPTER 1

THE NAVY YEOMAN

This training manual (TRAMAN) is prepared to help you to meet the professional qualifications for advancement to Yeoman (YN) first class and chief. It is designed for use by members of both the Regular Navy and Naval Reserve. As the leading chief petty officer, you are directly responsible for the smooth operation of the office. This chapter acquaints you with the administrative support of operations and the elements that aid in the development of high morale. However, before we discuss administrative support of operations and morale, we will briefly discuss the sources of the material and the scope of this TRAMAN.

The occupational standards (OCCSTDs) that were used as a guide in the preparation of this manual are contained in the *Manual of Navy Enlisted Manpower* and Personnel Classifications and Occupational Standards, NAVPERS 18068F. Volume I of NAVPERS 18068F contains the OCCSTDS that express the Navy's requirements for enlisted skills as determined by manpower management. These requirements form the basis for advancement, training, and distribution of personnel, and thus are the foundation of the Navy Enlisted Occupational Classification System. These requirements are categorized as follows:

- Naval standards (NAVSTDs) are skills and knowledges, other than those defined by OCCSTDs, that are essential to the overall effectiveness of enlisted personnel in the performance of their duties. They encompass military requirements, are essential virtues of pride of service in support of the oath of enlistment, and ensure the maintenance of good order and discipline. Further, the NAVSTDs are basic skills and knowledge necessary for the well-being of Navy personnel, and they contribute directly to the mission of the Navy.
- OCCSTDs are minimum standards that represent the lowest level of skill required to function effectively at a given level of responsibility to fulfill Navy needs. OCCSTDs are phrased in the language of task statements. They define what enlisted personnel must do in their rate or rating (performance factors). They are based on the rationale that the knowledge required to perform a task is inherent to the proper performance of the task. The specific knowledge required to perform a task is derived from task analysis data collected by the

Chief of Naval Education and Training (CNET). TRAMANs such as this one and advancement examinations are based on the OCCSTDs.

The scope of this manual revolves around two central points. These points are the OCCSTDs, as described previously, necessary for advancement to YN1 or YNC and the leadership skills necessary to attain managerial competency as an office manager or an administrative assistant. Along with the discussion of professional and leadership skills, ideas are presented in both areas for your consideration as you assume your role at the middle management level. This manual is a companion manual to the *Yeoman 3*, NAVEDTRA 10298, and the *Yeoman 2*, NAVEDTRA 10299. It is essential that you be familiar with the *Yeoman 3* and *Yeoman 2* manuals if you are to derive the most benefit from this *Yeoman 1 & C* manual.

Mastery of the knowledge and leadership skills discussed previously will enable you to become a capable supervisor and a more valuable asset to the Navy. Your contribution to the Navy depends upon your willingness and ability to accept increasing responsibilities as you advance in rate. When you assume the duties of a YN1 or YNC, you are accepting the responsibility for the work of others. As a result, you should strive to improve your leadership ability and technical knowledge through study, observation, and practical application.

LEADERSHIP AND COMMUNICATION

Your responsibilities for military leadership are about the same as those of petty officers in other ratings. Your responsibilities for technical leadership are special to your rating and are directly related to the nature of your work. As an office supervisor, managing and staffing your office is important. It is a job that requires a special kind of leadership ability that is developed by personnel who have a high degree of technical competence and a deep sense of personal responsibility. Both officers and enlisted personnel expect you to translate general orders given by officers into detailed, practical, on-the-job language that can be understood and followed by relatively inexperienced personnel. In dealing with your juniors, it is up to you to see that they

perform their work properly. At the same time, you must provide for the needs or problems of your people.

As your responsibilities increase, your ability to communicate clearly and effectively must also increase. The basic requirement for effective communication is a knowledge of your own language. Use correct English in speaking and writing. The basic purpose of all communication is understanding. To lead, supervise, and train others, you must be able to speak and write in a manner that others can understand.

A second requirement for effective communication in the Navy is sound knowledge of the Navy way of saying things. Some Navy terms have been standardized for the purpose of ensuring efficient communication. When a situation calls for the use of standard Navy terminology, use it.

Another requirement of effective communication is precision in the use of technical terms. Command of the technical language of the YN rating will enable you to receive and convey information accurately and to exchange ideas with others. People who do not understand the precise meaning of terms used in connection with the work of their rating are at a disadvantage when they try to read official publications relating to their work. They are also at a disadvantage when they participate in the Navywide advancement examination. Although it is important for you to use technical terms correctly, it is particularly important when you are dealing with lower rated personnel. Inaccurate use of technical terms is confusing to inexperienced personnel.

ADMINISTRATIVE ASSISTANT

The administrative assistant is a direct representative of the executive officer (XO). He or she may be a commissioned officer or a senior Yeoman delegated to act for the XO in specific functions of administration. An administrative assistant is concerned with overall policies, procedures, and regulations of the command. He or she also serves as the X-division officer. Because you work closely with the administrative assistant, you should be familiar with most of the duties and responsibilities. You may not be expected to do the job when the administrative assistant is absent; however, you are expected to supply intelligent answers about the job. From the time you sew on your first-class crow you should consider yourself in training, not only for chief, but for the time when you may have to perform the duties of the administrative assistant.

The duties, responsibilities, and authority of the administrative assistant are numerous. Administrative assistants review, coordinate, and supervise specific duties and functions as necessary to reach the objectives. They perform the following duties:

- Observe and report to the XO on the effectiveness of administrative policies, procedures, and regulations of the command.
- Review all correspondence and directives prepared for the signature or review of the XO and make sure they conform with the *Department of the Navy Correspondence Manual*, SECNAVINST 5216.5C, *Preparation of Correspondence and Directives for Signature of the SECNAV or CEA, the SECDEF or the President or a Member of the U.S. Navy of the White House Staff*, SECNAVINST 5216.1H, and pertinent command directives.
- Initiate administrative action where appropriate in the case of instructions and other administrative directives.
 - Schedule interviews of visitors with the XO.
- Coordinate the assignments of enlisted personnel to various departments.
- Exercise budgetary control of funds for expenses of various departments.
- Supervise the preparation of the plan of the day (POD) and review for arrangement and content before submission for signature.
- Exercise administrative direction of the printshop and associated duplicating equipment.
- Coordinate and ensure the indoctrination of recruits and newly reported personnel.

SHIP'S SECRETARY

As the senior YN stationed onboard a ship, you may be assigned as the ship's secretary. The ship's secretary reports to the commanding officer (CO) as his or her personal secretary. Ship's secretaries are responsible, under the XO, for performance of assigned duties and to the administrative assistant for the accountability and routine administration of personnel assigned to the captain's office. All personnel assigned to the captain's office report to the ship's secretary.

The ship's secretary is responsible for seeing that the administration and accountability of ship's correspondence and directives, administration and custody of officer personnel records, and the establishment and maintenance of a forms control point are efficiently performed and maintained. The ship's secretary also acts as the captain's writer and supervises the preparation of his or her personal correspondence.

ADMINISTRATION OF CORRESPONDENCE

The Department of the Navy Correspondence Manual, SECNAVINST 5216.5C, U.S. Navy Regulations, 1990, and command directives are the guides for the preparation of correspondence. It has often been said that if you follow these guides, you will never go astray when preparing correspondence. One sign of a good ship's secretary is compliance with the Navy correspondence manual.

In addition to reviewing outgoing correspondence, the ship's secretary reads, or is at least aware of, each piece of incoming mail and makes sure all official correspondence is processed and routed properly.

A very small percentage of official mail requires a reply since most mail is informative in nature and need not be controlled. It may be possible for the ship's secretary to provide a recommended answer to an inquiry by referring to previous correspondence in the files. The time to provide this information is before the department head concerned or the XO receives the letter, so a recommended action can be provided to the captain. This is done by means of a mail control slip or memorandum. It should never be necessary for an officer to come to the ship's secretary for information when the ship's secretary has seen the inquiry and knows that information will be needed. When letter inquiries concern personnel matters, the ship's secretary often drafts a recommended reply in the rough. The CO may approve or disapprove the letter for signature.

ACCOUNTABILITY FOR CORRESPONDENCE

Accountability for correspondence would seem to apply only to the care and handling of classified matter. However, in its broadest sense, accountability applies to all mail that is retained in the central files, classified or not.

Maintaining the central files involves more than sticking a piece of paper in a file folder. Mail of importance should be routed by means of a mail control slip. You should review article 620.5 of the *Standard Organization and Regulations of the U.S. Navy* (SORM), OPNAVINST 3120.32B, for more

information concerning mail control. If the person taking action on a certain piece of correspondence wishes to retain it, the control slip should be returned to central files indicating that the correspondence is being retained. If a reply is prepared to a letter, the identification of the reply should be shown on the control slip for future reference. Precautions must be taken to make sure classified matter is not reproduced without the permission of the proper authority. Close control of mail must be kept while it is being routed and a time limit on how long any department may retain correspondence must be set before the letter is routed.

The ship's secretary must always keep alert for signs of improper filing. Few things are more irritating than waiting for a needed letter or document, then finding out the delay was caused by misfiling the needed material. The ship's secretary is the one who "gets the blast," but when material is misfiled, it reflects on the senior YN and the file clerk as well. Misfiling of material is embarrassing and should never happen if the office is functioning properly.

The ship's secretary makes sure that the file system is set up properly for both classified and unclassified matter, that a record of all persons who see Top Secret matter is kept, that obsolete matter is disposed of properly, and above all, that all correspondence is maintained accurately. The Department of the Navy File Maintenance Procedures and Standard Subject Identification Codes (SSIC), SECNAVINST 5210.11D, provides guidelines for the filing system to accommodate both classified and unclassified matter. Article 620.5 of the SORM and chapters 10 and 15 of the Department of the Navy Information Security Program Regulation, OPNAVINST 5510.1H, set forth the requirements for control and transmission of classified material. A review of these publications will help you determine if your office is following the proper procedures.

SUPERVISION OF CAPTAIN'S YEOMAN

The ship's secretary usually details one of the best petty officers to be the CO's personal Yeoman. The captain's Yeoman types the captain's letters, acts as the captain's receptionist, and notifies other officers when the captain wants to see them. The Yeoman serves the captain much the same way that the flag lieutenant assists the admiral of a fleet staff.

SUPERVISION OF CO'S PERSONAL CORRESPONDENCE

The captain's Yeoman prepares the CO's personal correspondence; however, the Yeoman does NOT have supervisory responsibility y for it. This is one of the ship's secretary's functions. Most COs want an extra copy made of any personal correspondence for inclusion in their personal files. For ready reference, the CO may want an extra copy made of official correspondence on some subjects. The ship's secretary must often make the decision as to whether an extra copy of official correspondence should be made. In most cases the COs retain their own personal file or entrust its upkeep to the ship's secretary.

OFFICER RECORDS

Signatures in the service record are required to make sure entries are made by proper authority and the records are properly maintained. Signatures are made in permanent black or blue-black ink. The ship's secretary is required to keep up and maintain custody of officer personnel records. He or she makes sure all incoming directives relating to change of duty, promotion, or change in status of officer personnel are promptly executed and recorded. The ship's secretary makes sure the office personnel are aware of any new procedure. He or she makes sure that required reports are sent on time, that personnel accounting for officers is accurate, and that there exists a foolproof system of handling officer fitness reports. Refer to the *Navy Officer Fitness Report*, NAVMILPERSCOMINST 1611.1A.

Chapter 50 of the *Naval Military Personnel Manual* (MILPERSMAN), NAVPERS 15560, contains additional information concerning officer service records. The topic is also discussed in the *Yeoman 3* TRAMAN. Remember—an officer's record is vital to his or her career. This is true from the lowest ranking officer on the ship up through the "skipper." Never let yourself or your personnel be careless or slipshod when working with the records. A good idea might be to give your best petty officer full charge of them.

SHIP'S DIRECTIVES AND PUBLICATIONS

The Navy Directives Issuance System is covered in detail in the *Yeoman 3* TRAMAN and chapter 10 of the SORM. The ship's secretary is responsible for making the Directives Issuance System work on the ship. He or she also maintains the ship's Master Directives Binder. This binder is a master set of all instructions and notices received and issued by the CO or the XO. Instructions

and notices received from other activities are filed in the usual way (by subject classification number and originator). For those originated on the ship, there is a choice. They can be placed in the same binders and in the same order as those received, or they may be filed separately for ready reference. Refer to the *Department of the Navy Directives Issuance System Manual*, SECNAVINST 5215.1C, part II. Ship or station notices ordinarily need not be filed in the master file because of their short duration. If it is necessary to interfile them temporarily with instructions, the notices should be tabbed so that each maybe easily and promptly removed as soon as its cancellation date is reached. Copies may be tiled in separate suspense binders when necessary.

The importance of removing obsolete directives and making changes to effective directives cannot be overemphasized. You could find yourself considerably embarrassed should the CO or another officer make a decision based on your information only to find too late that the directive had been canceled or changed. Review new directives and publications and make changes to them immediately upon receipt. Discuss all changes to current procedures with the entire office staff and if the procedural changes affect other administrative personnel in the command, include them in the training session.

When updating a publication with a new change, always use the List of Effective Pages to verify that your manual is complete. Figure 1-1 is a list of required and recommended publications.

Review MILPERSMAN 5420100, with exhibit 1, NAVSUP P2002 (microfiche), and figure 1-1 to make sure that the required administrative publications are held and that a sufficient number of copies are on board.

MORALE

As a petty officer first class or chief petty officer, you have a responsibility to develop and maintain a high state of morale. The morale of your personnel is an important element in producing a cooperative effort toward accomplishing the command objectives. Personnel may seek counseling on such subjects as family problems, friction with co-workers, frustrations and anxieties, or a personal sense of failure. You are responsible for counseling personnel about any problem they feel a need to discuss with you. Likewise, you are responsible for counseling personnel about any problem that hinders the operation of your division. The objectives of the naval service must remain primary. Each member must be informed and understand the

Required and Recommended Publications

Advancement Manual, BUPERSINST 1430.16D

Better Naval Writing, OPNAV 09B-P1-84

Bibliography for Advancement Study, NAVEDTRA 12052

Biennial Officer Billet Summary (Junior Officer Edition), NAVPERS 15994J

Biennial Officer Billet Summary (Senior Officer Edition), NAVPERS 15993I

Casualty Assistance Calls Program Manual, NAVMILPERSCOMINST 1770.1

Catalog of Navy Training Courses, volumes I, II, and III, NAVEDTRA 10500 (volumes II and III are on microfiche)

Certificate of Release or Discharge from Active Duty, DD Form 214, NAVMILPERSCOMINST 1900.1B

Corrections Manual, SECNAVINST 1640.9A

Decedent Affairs Manual, NAVMEDCOMINST 5360.1D

Department of the Navy Correspondence Manual, SECNAVINST 5216.5C

Department of the Navy File Maintenance Procedures and Standard Subject Identification Codes, SECNAV-INST 5210.11D

Diary Message Reporting System Users Manual (DRSMAN), EPMAC Document Number 1080#1 UM-01

Directives Issuance System, SECNAVINST 5215.1C

DOD Military Pay and Allowances Entitlements Manual, NAVSO P-6048

Enlisted Transfer Manual, NAVPERS 15909D

Financial Management Guide for PCS Travel, NAVMILPERSCOMINST 7040.1

Forms Management Program Guidance, OPNAVINST 5213.1B

Homeports and Permanent Duty Stations, Establishment, Disestablishment and Modification of Activities of the Operating Forces of the Navy, OPNAVINST 3111.14U

Information and Personnel Security Program Regulation, OPNAVINST 5510.1H

Joint Federal Travel Regulations, volume I, NAVSO P-6034

Limited Duty/Chief Warrant Officer Professional Guidebook, OPNAV 130-1-85

List of Training Manuals and Nonresident Training Courses, NAVEDTRA 12061

Manual Escorts for Deceased Personnel, NAVPERS 15955F

Manual of Courts-Martial, United States, 1984

Manual of General Military Training, Lesson Plans, NAVEDTRA 46008

Figure 1-1.-Required and recommended publications.

Manual of Naval Total Force Manpower, OPNAVINST 1000.16G

Manual of Navy Enlisted Manpower and Personnel Classification and Occupational Standards, volumes I and II, NAVPERS 18068F

Manual of Navy Officer Manpower and Personnel Classification, volumes I and II, NAVPERS 15839F

Manual of the Judge Advocate General, JAGINST 5800.7B

Message Address Directory, United States Navy, Plain Language Address Directory (USN PLAD), Issue #23

Naval Military Personnel Manual, NAVPERS 15560A

Naval Telecommunications Users Manual, NTP-3, (H)

Navy and Marine Corps Awards Manual, SECNAVINST 1650.1E

Navy and Marine Corps Records Disposition Manual, SECNAVINST 5212.5C

Navy Comptroller Manual, volume 2, chapter 5, "Unit Identification Codes," NAVSO P-100025

Navy Customer Service Manual, NAVEDTRA 10119-B1

Navy Enlisted Performance Evaluation System, NAVMILPERSCOMINST 1616.1B

Navy Equal Opportunity Manual, OPNAVINST 5354.1B

Navy Guide for Retired Personnel and Their Families, NAVPERS 15891F

Navy Military Funerals, NAVPERS 15555B

Navy Pay and Personnel Procedures Manual, NAVSO P-3050

Navy Recreation Operational Policies, BUPERSINST 1710.11A

Officer Transfer Manual, NAVPERS 15559A

Postal Instructions, OPNAVINST 5112.6A

Public Affairs Regulations, SECNAVINST 5720.44A

Register of Commissioned and Warrant Officers of the U.S. Navy and Reserve on Active Duty, NAVPERS 15018

Report on the Fitness of Officers, NAVMILPERSCOMINST 1611.1A

Retention Team Manual, NAVPERS 15878G

Source Data System Procedures Manual (SDSPROMAN), volume I, NAVSO P3069-1-2, and volume II, NAVSO P3069-2-1

Standard Navy Distribution List, part I, OPNAV P09B2-107, and part 2, OPNAV P09B2-105

Standard Organization and Regulations of the U.S. Navy, OPNAVINST 3120.32B

Uniform Regulations, NAVPERS 15665G

United States Navy Regulations, 1990

U.S. Navy Travel Instructions, NAVSO P-1459

U.S. Navy Unrestricted Line Officer Career Planning Guidebook, OPNAV P-13-1-86

Figure 1-1.-Required and recommended publications-Continued.

needs and policies of the service. Each member must realize the importance of his or her job. Conflict between the needs of the service and the desires or incentives of an individual may tend to destroy morale.

You also have a responsibility to show concern when personnel wish to discuss something they believe would serve the interest of the division. Their contribution must be given proper recognition and appreciation. They must be made to feel that they are a part of the organization.

An indication of high morale is increased effectiveness, patriotism, loyalty, will to win, cooperation, discipline, confidence, satisfaction, and pride. There must be career opportunity; a fair measure of efficiency; a fair administration of leave, promotion, assignment to duty; and planned programs and facilities for leisure-time activities.

RECOGNITION

Recognition is an excellent aid to the development of high morale. Recognizing the accomplishments of an individual is an important part of supervising. Take the initiative to recognize outstanding individuals.

- Make recommendations for personal awards or special recognition such as sailor of the month, quarter, year, force, fleet, or Navy.
- Assign personnel to training schools.
- Assign preferred duties.
- Make recommendations for reenlistment.

Junior personnel respect your experience and advice and appreciate any interest you show in their welfare. If you display enthusiasm when you help someone make a decision, your guidance will more likely be accepted.

The effects of recognition form a positive attitude toward Navy life and a long-term effect on individual careers.

SPECIAL SERVICES

Advise personnel of Special Services recreation programs, special interests groups, clubs, and volunteer tour programs under the Navy and civilian sponsorship. Encourage participation in intramural sports and off-duty activities with the objective of promoting camaraderie and physical fitness. Physical development and mental stimulation also aid in the development of high morale.

PERSONAL PROBLEMS

You may be required to counsel personnel who have personal problems. Some of the areas of personal problems you may encounter are problem drinking, child/spouse abuse, nonsupport of family members, paternity complaints, marital problems, and problem teenagers.

A member may ask for your advice and assistance with financial matters. On the other hand, you know that a member has financial problems and the member does not admit the problem or seek counseling. The Navy expects its personnel to pay their financial obligations in a proper and timely reamer. However, enforcement of the private obligations of personnel falls under the control of civil authorities. You do not have the authority to arbitrate claims or controversies about the private financial obligations of your personnel. Neither do you have the authority to act as an agent or collector for a creditor. Your job is to encourage your people to conduct their financial affairs in a way that reflects credit upon themselves and the Navy. You will find the Personal Financial Management Course, NAVS0 P3607, to be of particular interest to you for general military training. Also, emphasize to your personnel the Navy's policy concerning the Remission of Indebtedness or Waiver of the Government Claim Arising from Members of the Naval Service, SECNAVINST 7220.38E.

An up-to-date knowledge of Navy regulations and policies and a desire to help people are your keys to successful personal counseling. Confidence in your knowledge of facts and a willingness to share your knowledge will encourage others to seek your advice and value your judgment. A knowledge of available Navy and community services will prove helpful in providing answers. There are numerous agencies available that have trained and motivated counselors to provide assistance to persons who have problems that are affecting their lives and careers. Encourage your people in need of personal financial counseling to use the counseling service provided by the agencies.

FAMILY SERVICE CENTER

Family service centers serve as the focal point for existing family and personal support and assistance programs. They offer help with almost any problemmarital, financial, family advocacy (child/spouse abuse)-and maintain information about duty stations throughout the world. Family service centers are not the ultimate counselors in every case. In cases requiring specialized professional counseling, the centers provide

only short-term counseling. The centers make referrals to other agencies if long-term counseling or specific help is not available in-house. The services provided by various family service centers may vary from location to location. You can learn more about your family service centers by referring to local command instructions on the subject as well as the *Family Service Center Program*, OPNAVINST 1754.1A.

THE NAVY RELIEF SOCIETY

The Navy Relief Society was established to help Navy personnel through times of financial hardship. It provides budget and financial counseling. The Navy Relief Society assists with emergency loans and the cost of higher education, if warranted.

Financial assistance is provided as an interest-free loan, which is normally repaid by allotment at a convenient rate. If repayment causes real hardship to the member, the assistance is provided as a grant. Financial assistance is provided for dependents solely because of their relationship to service members. Therefore, whenever possible, service members should present their families' requests for assistance at a Navy Relief office.

The society maintains thrift shops, prenatal supplies, visiting nurse services, and other means of assisting service members and dependents when they really need it.

NAVAL LEGAL SERVICE OFFICE

The naval legal service office provides counseling in military and civil legal matters. Wills, powers of attorney, and other routine legal papers are prepared. Legal representation in military courts is provided. Civil representation cannot be provided unless the office participates in the Extended Legal Assistance Program, but preliminary questions can be answered and referral to civilian lawyers can be made.

NAVY WIVES ORGANIZATIONS

The Navy wives organizations enhance the general welfare of all persons within the Navy community. The Navy Wives Club of America, Incorporated, provides volunteer work for Navy Relief, Red Cross, family service centers, and numerous other community organizations. It also provides the following services:

Assistance to needy service and veterans' families

- Visits to naval and veterans' hospitals and service to patients
- Financial contributions to many charitable funds and organizations
- Educational lectures and courses on the Navy, Navy life, rights and benefits, career opportunities, Navy Relief, Red Cross, and personal development and skills
- Congenial social programs for the wives and families of enlisted personnel

The Navy Wives Clubs of America Scholarship Foundation provides scholarships for college work and vocational training to dependent children of enlisted members of the Navy, Marine Corps, and Coast Guard. A substantial part of the clubs' fund raising is for the benefit of this major project.

The Navy Wifeline Association is an informational and educational organization comprised of volunteer Navy wives. The purpose of Wifeline is to operate as an educational center and provide and foster channels of communication primarily for Navy wives and secondarily for naval personnel. Wifeline strives to broaden the understanding of the Navy's mission and commitments.

OMBUDSMAN

An ombudsman is a red-tape cutter and a two-way communications link between a Navy member and the Navy's top echelon. One job of an ombudsman is to help the member get straight answers to questions and to help where red tape slows down the process. Other jobs are to present the member's problems to the right people and to represent the member in the high command. In short, an ombudsman is the voice at the top. With the help of an ombudsman, the voice of a single Navy member is not only heard but has the ability to change existing Navy rules and regulations. For futher information, refer to the *Navy Family Ombudsman Program*, OPNAVINST 1750.1B.

To communicate with the Navy Ombudsman, write to the Family, Personal, and Community Services Division, Pers 66, Navy Department, Washington, DC 20370.

COUNSELING AND ASSISTANCE CENTER

The counseling and assistance center provides help to personnel with alcohol and/or drug abuse problems. Along with the in-house counseling and help, referral to civilian organizations such as Alcoholics Anonymous and rehabilitative centers is provided. The civilian community also has many programs or agencies that can assist Navy people. It is impossible to list them here because each community is different. Check with your local family service center and personnel assisting at the center to determine what is available locally. Most local telephone directories will provide information if you do not have access to an agency that maintains referral lists.

NAVY CHAPLAINS

The fact that Navy chaplains are clergymen in uniform make them concerned about any personal problems that naval personnel and their dependents may have. Navy chaplains are ready to accept the traditional practice of "taking your trouble to the chaplain." They are also ready to bring comfort, courage, and faith, which are the fruits of a religious belief, into people's lives.

THE AMERICAN RED CROSS

The American Red Cross conducts a program of social welfare. This program includes financial assistance for naval personnel, medical and psychiatric case work and recreational services for the hospitalized. As an authorized medium of communication between families of naval personnel and the Navy, the Red Cross performs the following services:

- A Dependency Discharge and Humanitarian Transfer assists in gathering the affidavits required when personnel apply for dependently or hardship discharge or for humanitarian transfer.
- Emergency Leave and Leave Extensions help the CO investigate and verify the facts surrounding emergency situations where leave or leave extensions are required.
- Family Welfare Reports receive welfare information from lawyers, physicians, clergymen, and others who know the personal situation of the applicant.